

ADMINISTRATIVE - INTERNAL USE ONLY

1 June 1973

MEMORANDUM FOR: Director of Training

THROUGH : Executive Assistant, Office of Training

SUBJECT : Comments on CIA Participation in Master's Degree Program at Defense Intelligence School

REFERENCE : Memo dtd 9 May 73 to DTR fm CIA Faculty Advisor, DIS, subj: Postgraduate Intelligence Course

1. In response to your request of me, this memorandum outlines some key planning factors related to possible CIA student participation in the Postgraduate Intelligence Course to be offered at the Defense Intelligence School beginning 10 September 1973. The memorandum referenced above, together with my note in the Periodic Activities Report of 31 May, gives additional data, including the fact that the Commandant intends to formally invite CIA to nominate students for this Master's Degree Program.

2. Course Identification and Purpose

The course is titled "Postgraduate Intelligence Course" (PGIC) with Class 1-74 to start 10 September and finish 14 June 1974. (The 38 weeks of instruction will be interrupted by a 2-week Christmas vacation.)

The purpose is to provide military officers and civilians with a graduate level program of study in the principles of strategic intelligence, methodologies of intelligence research, the intelligence cycle, the problems of intelligence assessment, the role of intelligence for Joint Operations, and the management of intelligence. It is felt that the course will provide officers and civilians in a number of sub-specialist categories with a thorough education plus an opportunity to earn a Master's Degree, if qualified.

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3. Class Capacity and Student Qualifications

A class capacity of 140 students is projected with some 90% made up of officers and civilians from the Services and DoD elements. About 10 spaces are allocated to "other" agencies. A limited number of students for Class 1-74 are to be selected by their components to participate in the pilot Master's Degree Program. That degree would be granted by DIS under a special charter of Congress and approved by appropriate accreditary authorities. It would be called "Master's Degree in Strategic Intelligence" and would require a practicum and comprehensive examination upon completion of the course and after the student has returned to his assigned job.

The student must possess a TOP SECRET (codeword) clearance to participate.

4. Comments

a. I personally believe that the objectives and curriculum plans for this new course are sound and worthy of study by all elements of the Intelligence Community. Despite its heavy focus on developing the military intelligence officer, enough topical coverage is projected for the course over a wide range of intelligence activity, in the broadest sense of the term, that it should result in a rich educational experience for a wide spectrum of student and organizational interests.

b. The planning has progressed to the point where the Assistant Secretary of Defense (Intelligence) is considering the necessary remaining legislation to grant the degree under Congressional approval. DIS is already a chartered institution under the Chairman, JCS for purposes of joint intelligence training, the only school with such a mission.

c. Our Agency has regularly provided speaker resources to the three previous courses now making up the new PGIC. These were the Introductory Course, the Defense Intelligence Operations Course, and the Defense Intelligence Management Course. In all, some 50-60 key presentations from CIA officers were made throughout the 34-weeks of the older course. I am told that requests for speakers and other curriculum support (films, etc.) will continue at this moderate level.

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d. The course is also designed with an optional track or elective system. These enrichment programs will be available to meet the individual needs and interests of the students. Some CIA specialists have already been contacted to consider participation in these extra "seminars".

5. Recommendations

a. Assuming that the Agency might be interested in nominating students to this course, I recommend that a qualified representative of DIS be asked to brief interested OTR officers on the details of the course and the possible implications for CIA participation.

b. That the OTR Training Selection Board consider possible candidates from such Agency elements as DDI/OSR and [REDACTED] In short, such individuals whose duties might require a broader view of intelligence collection, analysis, and resource management, as seen by the Department of Defense, than could be found in training in their own Agency.

STATINTL

c. That the student(s) selected be such that they could qualify for the Master's Degree, thus adding additional incentive for attending such a long course.

STATINTL

[REDACTED]
CIA Faculty Advisor/DIS

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14 MAY 1973

MEMORANDUM FOR: Deputy Director for Management
and Services

SUBJECT : Defense Intelligence School
Master's Program

1. Herewith is a report by ^{25X1A} [REDACTED]
CIA Faculty Advisor to the Defense Intelligence
School, on the Master's Degree Program of the DIS.

2. We will be looking harder at the possi-
bility of such a program in CIA as we undertake
organizational and curriculum changes.

25X1A
[REDACTED]

Alfonso Rodriguez
Director of Training

Att

9 May 1973

MEMORANDUM FOR: Director of Training

THROUGH : Executive Assistant,
Office of Training

SUBJECT : Explanation of the Master's Degree Program,
Defense Intelligence School

ATTACHMENT : Ten enclosures selected from "Board of
Visitor's Report," October 1972.

1. The following paragraphs include a general description of the Master's Degree Program of the Defense Intelligence School, a status report on the planning for implementation, and my comments in response to your questions of 4 May.

BACKGROUND

2. Since at least mid-1971, the administration and faculties of the DIS have been considering the feasibility and advisability of establishing a Master's Degree program in intelligence. Various objections were raised to other approaches to the advanced degree concept: establishment of cooperative program with a recognized university and other forms of transfer of accreditation for Service experience. The DIS Board of Visitors has pressed for some kind of accreditation for the Postgraduate (nine-month) Course and at the last meeting in October 1972 approved, and recommended for implementation, the program as outlined on enclosure ten.

PURPOSE

3. Essentially, the program is intended to recognize meaningful scholarship at the graduate level, for a selected group of officers, based on satisfactory completion of certain requirements. (see Degree Requirements on enclosures six and seven) At the present time, it is envisaged that at least 20 officers enrolled in the Postgraduate Intelligence Course beginning this September, will have received a "Master's Degree in Strategic Intelligence" within the next three years.

CURRICULUM FOR MASTER'S DEGREE

4. The curriculum of the 38-week Postgraduate Course is to be the core of the program and is described in outline on enclosures three and four. It will be noted that some six weeks will be given to the fundamentals of intelligence, 26 weeks to intelligence operations (collection, analysis, and dissemination) and six weeks for intelligence management. Approximately 1400 instructional hours (30 formal academic hours) will comprise the formal instruction and classroom activities. The practicum/thesis will constitute an additional six academic hours but will be accomplished outside the DIS environment. In all of this educational program, however, the administration and faculty of the DIS will be responsible for the conduct and evaluation of the student activities. Faculty guidance and evaluation is critical at all points in the program. It is to be remembered that the 38-weeks of instruction include a significant input of non-DIS speakers and instructors, both civilian and military. CIA alone will, as in the past, supply a large number of curriculum presentations in the Postgraduate Course with especially heavy inputs from the Operations and Intelligence Directorates.

CURRENT STATUS

5. The current status of the planning for implementing the degree indicates it is "on track." (see enclosure nine) I was informed by Dr. Plumb, educational advisor at DIS, that the Director, DIA has recently signed off on the entire program and it is now being presented to Dr. Hall, Asst. Sec. of Defense for Intelligence, for approval and consideration of the necessary legislation. I understand that Congress has to approve the program since the DIS is a chartered institution of the Joint Chiefs of Staff. The American Council on Education and the U.S. Office of Education both have indicated their favorable approval; and the latter will have an evaluation role in the form of a review committee.

6. My own views on the success of the Master's Degree program are as follows:

I believe that the DIS will be successful in implementing the program this September. If any delays occur, the degree could be awarded retroactively (a year or so after graduation).

There appears to be a flow of high quality students from the Military Services that would make the program a worthwhile educational effort. Whether the degree in "Strategic Intelligence" can be given academic importance outside the defense establishment remains a question. There is also the possibility that it could be opened up to civilian students in the Postgraduate Course; currently there are none.

Although enclosure eight indicates that the Defense Intelligence School has "adequate resources to ensure a quality program" I have some personal reservations. Both the library and other research support, together with some inadequacies in the number of available qualified faculty members, may be problem areas for the School. There is still a great amount of personnel turbulence in the instructional staff (rotation, etc.). In my view the tours are not long enough nor, in the case of some of these officers, are they career-enhancing. More stability is needed; perhaps more civilians on the faculty might help the program. These need not be permanent staff but rotated in from other elements of DIA or perhaps the intelligence community.

I believe that some additional support from CIA (very modest I think) through my liaison position might be requested as the program gets underway. This could take the form of seminar leaders, resource speakers, and some analytical review of papers or briefings. Over the past two years I have been giving a modest amount of such support, either personally or through officials upon which I draw from the Agency.

7. In consulting with both Capt. Furnas and Dr. Plumb on this matter I was given assurances by both that they would be happy to supply any additional briefing on the progress of their program at any future date. In this connection, I have in my possession one copy of the official "Board of Visitors Report" dated October 1972, which I can make available to you for limited OTR circulation. In addition to this document, I will be available to brief you or anyone else on more details of the program based on curriculum sessions that I was asked to attend.

STATINTL

CIA Faculty Advisor
Defense Intelligence School

Attachment as stated
(with original only)

1. Master's Degree Program

a. Conclusion:

The Board agrees that satisfactory progress has been made in planning a curriculum, establishment of academic standards and administrative procedures, and development of a schedule of implementation for the awarding by the Defense Intelligence School of a Master of Science in Strategic Intelligence. It is believed that the existing Postgraduate Intelligence Course with minor modifications and the addition of a one-year practicum more than meet the requirements for the degree.

b. Recommendation:

The Board urges that this Master's degree program be pursued vigorously on the schedule proposed (Enclosure Nine), and that the degree program be Plan A with minor modifications as suggested in this report and set forth in toto in Enclosure Ten.

1. Proposed by Board of Visitors

POSTGRADUATE INTELLIGENCE COURSE (9 months)

"INTERNSHIP" (1 - 3 years)

ADVANCED COURSE (3 months)

ORALS

THESIS

2. Proposed as alternatives

PLAN A.

POSTGRADUATE INTELLIGENCE COURSE
(9 months)

"PRACTICUM" (1 Year)

TWO INTELLIGENCE RESEARCH PAPERS

ORALS

PLAN B.

POSTGRADUATE INTELLIGENCE COURSE (9 months)

ONE INTELLIGENCE RESEARCH PAPER

THESIS (3 - 6 months)

ORALS

*Note: Board
of Visitors
Recommended
Plan A for
adaptation*

Enclosure Two

SYLLABUS
OF
POSTGRADUATE INTELLIGENCE COURSE
(38 Weeks)

Part I 6 weeks Defense Intelligence Officers Introductory Course

Nature)
Tools)
Structure) of Intelligence
Substance)
Processes)

Part II 26 weeks Defense Intelligence Operations Course

Strategic Intelligence (1 week)
Intelligence Cycle (4 weeks)
USSR Threat (3 weeks)
PRC Threat (2 weeks)
Foreign Intelligence Services (1 week)
Area Assessments (2 weeks)
Insurgency (2 weeks)
Intelligence Support by Joint
 Operational Forces (10 weeks)
Electives (1 week)

Part III 6 weeks Defense Intelligence Management Course

Principles of Management (3 weeks)
Management of Intelligence (3 weeks)

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POSTGRADUATE INTELLIGENCE COURSE
CURRICULUM
CONVERSION TO GRADUATE CREDITS

3 hours	Principles of Strategic Intelligence (Nature, History and Structure)
3 hours	Methodologies of Intelligence Research (Communication skills and analytical process)
6 hours	Strategic Intelligence Cycle (Collection, Production and Dissemination)
6 hours	Problems of Strategic Intelligence Assessment (Threat Assessment, Free World Assessment, and Foreign Intelligence Services)
6 hours	Intelligence for Joint Operations
3 hours	Intelligence Management
3 hours	Electives

TOTAL:

30 Academic Hours * (38 weeks/ 1,330 Instructional Hours)

6 Academic Hours Practicum/Thesis

36 Academic Hours

*(Note: 30 Academic Hours Equals Approximately 340 Instructional Hours)

Enclosure Four

DEGREE TITLE

Master of Science in Strategic Intelligence (MSSI)

RATIONALE

Does not compete with existing degree or program

Stresses role of Defense Intelligence School

Has academic stature

Reflect School's antecedents

Enclosure Five

MASTER'S DEGREE PROGRAM PREREQUISITES

Prerequisites for Admission:

1. Undergraduate Degree with at Least "C" Average
2. Satisfactory score on Graduate Record Examination
3. Evidence of graduate level writing ability
4. Volunteer for the program

(Preference will be given to (1) Intelligence Careerists and (2) those who do not already possess a graduate degree)

Enclosure Six

Requirements for continued Good-Standing:

1. Maintain a "B" Average in the Postgraduate Intelligence Course
2. Complete a course in Research Methodology
3. Enroll in two electives
4. Intelligence Research Paper must fulfill standards of scholarly writing
5. Participate actively in an "on-the-job" intelligence practicum or submit an acceptable thesis proposal
6. Have recommendation of faculty advisor

Requirements for Graduation:

1. Graduate from the Postgraduate Intelligence Course with a "B" average or higher
2. Complete either a one-year intelligence practicum under faculty guidance or an unclassified thesis
3. Pass oral examination by committee of five
4. All work to be completed within 3 years of enrollment in program

KEY ACCREDITATION CONSIDERATIONS FOR
MASTER'S DEGREE PROGRAM IN INTELLIGENCE

Degree is a terminal degree

Degree cannot be obtained from existing non-federal
institutions of higher learning

Curriculum does not duplicate existing graduate programs

Degree is essential to accomplishment of program objectives
of applying agency

Academic standards of degree program must meet those of
graduate schools

Faculty and students are free to conduct their research
activities in an objective and unbiased manner

School resources are adequate to ensure a quality program:

Faculty

Library

Facilities

Institutional Administration

Finances

Enclosure Eight

GOALS AND SCHEDULE
FOR IMPLEMENTATION AND APPROVAL OF
MASTERS DEGREE PROGRAM IN INTELLIGENCE

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FY-73	OCT 72	Present concept to and seek counsel of Board of Visitors
	MAY 73	Complete coordination actions and finalize degree concept
FY-74	JULY 73	Acquire approval to proceed from OSD
	SEP 73	Inaugurate "Pilot" Master's Program
	OCT 73	Request OED to evaluate program
	AUTUMN 73	Evaluation conducted by OED review committee
	SPRING 74	Receive OED report and recommendation
FY-75	AUTUMN 74	OSD drafts appropriate legislation
	JAN 75	Seek congressional authorization to award degree
FY-76		Invite Middle-States Association of Colleges Secondary Schools to accredit program

Enclosure Nine

MASTER'S DEGREE PROGRAM IN INTELLIGENCE
AS MODIFIED AND ENDORSED

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Degree Title: Master of Science in Strategic Intelligence

Program Concept:

- . Postgraduate Intelligence Course (9 months)
- . Practicum in Intelligence (1 year)
- . Two Original Intelligence Papers
- . Orals

Prerequisites for Admission:

- . Undergraduate degree with "B" average or higher
- . Satisfactory Score on the Graduate Record Examinations

Advancement to Candidacy:

- . Maintain "B" average in Postgraduate Intelligence Course
- . Complete a course in Research Methodology
- . Enroll in two electives
- . Intelligence Papers must meet standards of scholarly research and writing
- . Recommendation of Faculty Advisor

Degree Requirements:

- . Graduate from Postgraduate Intelligence Course with "B" average or higher
- . Complete one-year Intelligence Practicum under faculty guidance
- . Pass comprehensive oral examination by Committee of Five
- . Complete all work within three years of enrollment in program

Enclosure Ten

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